

**Department Of Education  
CIO Transformation**

---

***Communication Approach***

**Fall 2002**

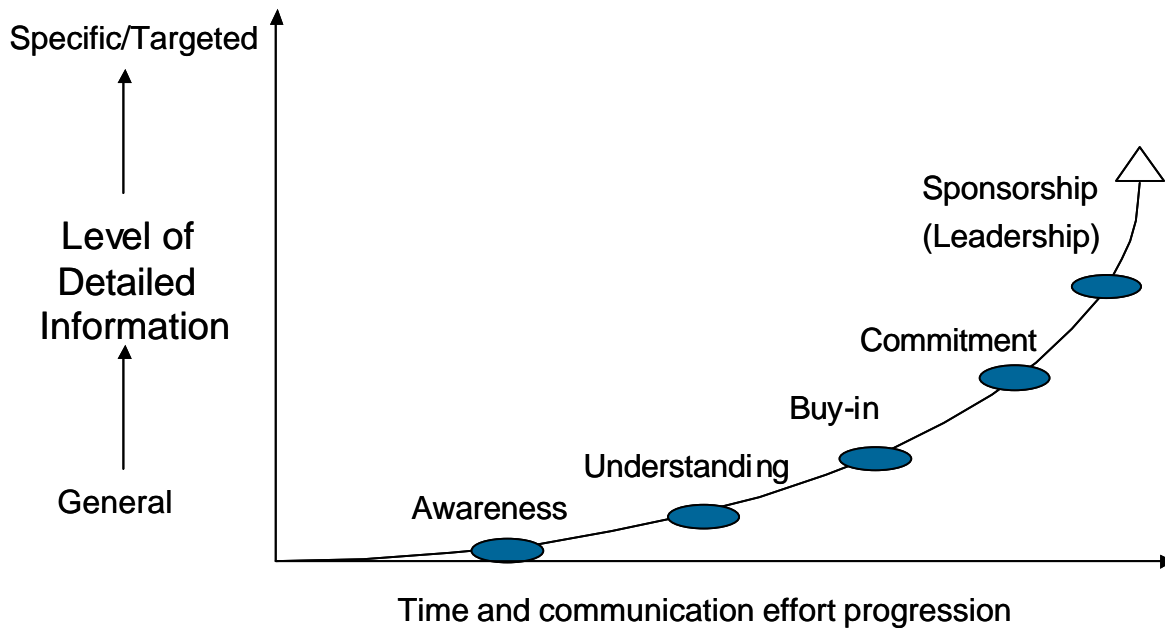
## Introduction

The Chief Information Office was originally designed to promote the effective use of technology to achieve FSA's strategic objectives through sound technology planning and investments, integrated technology architectures and standards, effective systems development, and production support. As FSA has grown as a Performance Based Operation (PBO), significant changes in business functions, processes and technology have occurred. To address these changes, FSA CIO must also evolve to better meet the requirements of their customers, the business units. The development of a new Customer Service Delivery Model, as well as an organizational restructuring, will assist the CIO in meeting these demands.

This Communication Approach document outlines the approach that will be implemented to create a Communication Plan for the FSA CIO Transformation. The communication events highlighted in the plan provide guidance for the accurate and complete sharing of information regarding the upcoming organizational change activities. FSA and CIO specifically have experienced a number of transitions in the past few months and a number of changes are yet to come. This is a time of great uncertainty for the employees of the CIO organization and communication will be a critical component of ensuring employees are led through this transition successfully.

Knowledge sharing is aimed at facilitating awareness and understanding, promoting acceptance, and fostering commitment (all are progression points on the change curve – and steps within the transformation process). This communication effort will help to move people up through the progression in a timely manner. The following milestones are the current targets:

October-December:	<b>AWARENESS</b>
December-May:	<b>UNDERSTANDING</b>
February - August:	<b>ACCEPTANCE</b>



Developing and executing a communication plan encourages commitment to the organization's changes. Although the exact magnitude or type of change is unknown at this time, an environment of open and honest communication will facilitate the transition process – whether that includes a change in organizational structure, modification of responsibilities or an enhanced customer service model.

## Organization Guiding Principles

The following Organizational Guiding Principles were developed to drive the CIO Transformation to a more Customer centric/Service oriented organization.

- Understand our customer's business
- Align CIO offerings and services to add increased value to FSA business
- Apply IT knowledge and resources effectively
- Become easier to do business with
- Focus on being a high performance organization

## Communication Objectives

The following Organizational Guiding Principles were developed to drive the CIO Transformation to a more Customer centric/Service oriented organization.

- Communicate accurate, relevant, and complete information in a timely manner
- Communicate information in-person whenever possible.
- Information is tailored to the needs of the audience.
- Information is delivered with the intention of managing the expectations of the audiences

It is essential that a confidential mechanism for feedback be identified and established as soon as possible. The FSA “Rumor Mill” has captured the apprehension and questions of some CIO employees but a more CIO specific vehicle may be off value and worth consideration. Establishing a method for feedback will encourage staff participation and will foster an atmosphere of involvement. It is also important that the CIO leadership champion the transformation process and “own the messages”. This will inspire an increased confidence in the CIO staff that they are not being “left out of the loop” and are being apprised of decisions as they are made – hopefully supporting a smooth transition to the new organizational structure if that is the decision of CIO leadership.

## Target Audiences

The general target audience is comprised of the following groups.

Internal Audiences	External Audiences
CIO Organization	Department of Education <ul style="list-style-type: none"> <li>• OCIO</li> <li>• HRG</li> </ul>
Terry Shaw and Management Council	
FSA Organization	

During the preliminary stages of the transformation process, information of a general nature will be communicated to all audiences. As the transformation progresses, communication events and messages will become more specific, tailored, and directed to meet specific information needs of the audience concerned.

## Immediate Next Steps

### Information Session Conducted by Directors:

- Each Director will meet with the organizational unit he/she is responsible for
- Key messages will include:
  - Organizational Changes:
    - Where the matrix organization stands
    - Director observations/expectations
    - Next steps
  - One-Ed Update
  - CIO Mission Statement Contest
  - Highlights of success within division
  - Challenges to come
  - Q&A

### All Hands Meeting:

- Opening Remarks
- Detail on how the Department Objectives feed directly to FSA Strategic Objectives
- Update on FSA Strategic Planning Process, and the resulting Strategies for FY03
- Explanation on how CIO strategies and services directly support FSA
  - Three overarching strategies: governance, enterprise-wide solutions, and technical or project support
  - Fourteen services and how they will be implemented
  - FSA Action plans for FY '03
  - CIO action plans for FY03...these are results that MUST be attained
  - CIO Balanced Scorecard has the metrics about our CIO actions and strategies
  - CIO budget is tied directly to results.
  - Q&A

**Focus Groups:**

A series of one-on-one interviews and focus groups will be conducted over the upcoming weeks. A Data Gathering Sheet will be used to gather the necessary information. The Data Gathering Sheet will contain questions pertaining to each of the following organizational areas:

- Organization: structure, function, communication, performance measurement, culture
- Operations: management tools, business processes
- Strategy: purpose (mission, vision), business objectives

Upon completion of the interviews and focus groups, the OCIO Transformation team will analyze the data collected and use it as input to the As-Is diagnosis and the To-Be recommendation of the new OCIO organization.

**Objectives of the Interviews/Focus Groups**

- Understand the needs of the CIO employees
- Identify the current level of employee satisfaction with the CIO organization and with management.
- Gather employee ideas for organizational improvement to better enable the OCIO organization to meet customer needs.
- Understand the needs of CIO customers, in order to design/confirm an organization which helps them achieve their business results
- Identify customer needs and capture current levels of customer satisfaction